

Telework:

Improve Your Organization's
and Employees' Return on Investment



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Defining Telework

- Extends the workplace beyond the traditional office
- Is a voluntary arrangement and not an entitlement
- Is a management prerogative
- Replaces business related trips
- Maintains productivity in face of disasters
- Depends on technology
- Depends on management commitment



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Teleworking County Code

County Code 5.90 – Title V Personnel – Vehicle Reduction – Ridesharing

“Telework” means an alternate method of work where the employee, also known as the Teleworker, works from home or a location closer to their home like a branch office.



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Teleworking is Not...

- Always a full time arrangement
- A replacement for child care or dependent care
- Sending people home and never seeing or hearing from them again
- A benefit
- Work-extension
- Always expensive



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Teleworking Succeeds When...

- The employee is right
- The job is right
- The technology works
- And the manager approves of the arrangement



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Telework Programs Save...

- Thousands of Bank of America employees get a choice between working full time from home or getting an office work station.
- More than 60% of US General Services Administration employees work during snowstorms from home.
- Dow Chemical saved a third of its non-real estate costs through telework
- British Telecom, JD Edwards, and American Express show home-based employees to be 20-40% more productive than their office counterparts



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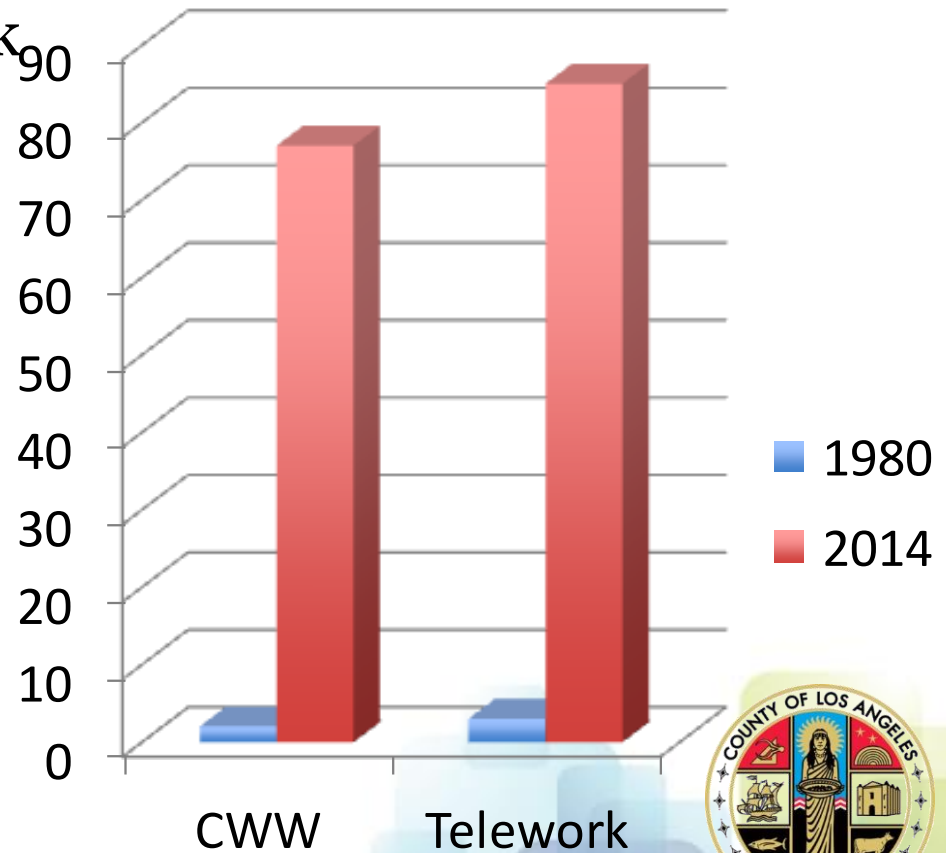
Return on Investment (ROI)

- Increased worker productivity (10-20%)
- Reduced employee absenteeism (2-4 days)
- Increased employee morale, recruitment, retention (50-65%)
- Extension of work hours without adding staff
- Better communication among time zones
- SOLUTIONS FOR BUSINESS CONTINUITY
- Lowered facility costs, demand for parking spaces (10-90%)
- Environmentally friendly “green” program (priceless)



Fortune 100

- In the 1980s, only two offered compressed work weeks and only three offered telework.
- In 2014, 77 offer compressed work weeks and 85 offer telework.

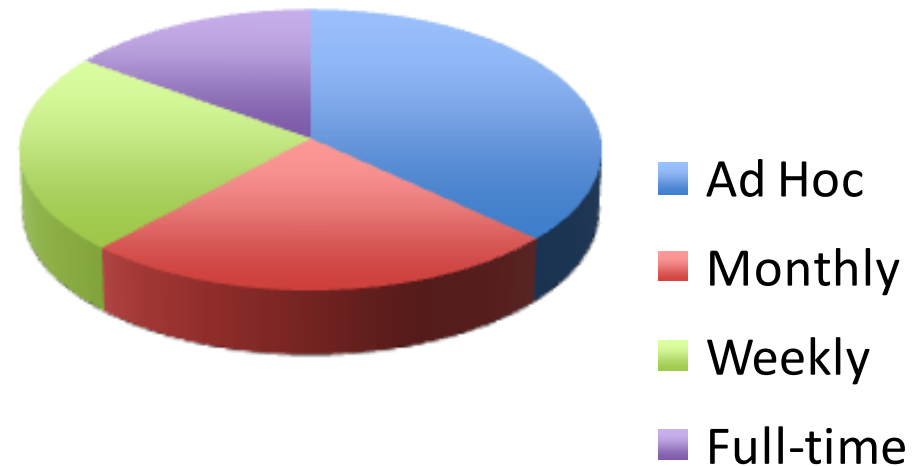


WorldatWork Study 2013 Shows Strong Adoption of Telework Among U.S. Employers

% of Employers allowing the following frequencies of Telework

- **Ad hoc** telework (e.g. to meet a repair person, care for a sick child) (83%)
- Telework on a **regular monthly basis** (at least one day per month, but not full time) (56%)
- Telework on a **regular weekly basis** (at least one day per week, but not full time) (52%)
- **Full-time** telework (every regularly scheduled work day) (34%)

% Employers



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Gaining Upper Management Commitment

- Productivity
- Cost
- Coverage
- Bottom-line
- Overhead
- Recruitment / Retention
- Sustainability



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Gaining Middle Management Commitment

- Performance Issues —
“How do I know they are working?”
- Communication Issues —
“How will I reach staff?”
- Technology Considerations —
“Do we now have to equip the employees at home and at work?”
- Equity/Haves and Have-Nots —
“What about those who cannot telework?”



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Manager Advantages of Teleworking

- Positive employee morale
- Increased employee productivity
- Less downtime from weather, traffic
- Increased employee availability
- Broader talent pool for recruiting & access to expertise
- Reduced absenteeism



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Tips for Managers

- Managing by results
- Trust
- Developing good communication and access procedures
- Maintaining team environment
- Concerns regarding loss of control



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Telemanaging through Goal-Setting with Employees

- Assist employees in organizing work through on one meetings prior to teleworking for the first few times
- Assigning work to employees
- Defining objectives and deliverables
- Establishing timeframes
- Reviewing status
- Coaching employees



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Establish Communications Standards

- Assess current ways of communicating with employees and how teleworking will change communications
- Establish standards for communication
- Less impromptu face to face on telework day
- More e-mails and telephone calls
- Impact on coworkers, non-teleworkers, external clients and supervisors



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Analyzing Job Functions for Telework

Job Function	Always	Sometimes	Never
Tasks can be done independently			
Work completed is measurable based on Deliverables			
Quality and quantity of work are measurable			
Non-teleworker functions are minimally affected			
Need for specialized material or equipment is minimal			
Deals with confidential and proprietary information			
Requires teamwork			
Need for face-to-face interaction can be managed			



Eligibility Factors

- Performance rating
- Tenure
- Grade level
- Position description
- Organizational structure
- Other _____



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Analyzing Employee Characteristics for Telework

Characteristic	1	2	3	4	5
Self-disciplined					
Experience and skill level					
Past and current performance productivity levels					
Organizational skills					
Communication skills					
Relationships with others					
Relationships with clients					
Ability to be flexible					



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Every Employee is Different

- Directing
 - Coaching
 - Advising
 - Delegating
- Developing trust
 - Managing electronically
 - Asking questions
 - Encouraging independence



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Team-Building While Teleworking

- Keeping the team together
- In-office meetings
- Teleconferencing
- Social activities
- Lunches



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In-person Meetings While Teleworking

- Meeting for the first time
- Kick off meeting for complex project
- Delicate issues (body language)
- Social reasons
- Team-building



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Planning for Success

- Act on problems as they arise
- Be honest with teleworkers
- Ask for input from coworkers
- Respect the teleworking arrangement
- Integrate a review process
- There is an adjustment period



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Employee Advantages

- Increases focus, productivity and work quality; reduces distractions and interruptions
- Increases flexibility
- Reduces commuting stress, delays, and costs
- Improves morale
- Accommodates work/life balance
- Lower personal costs, e.g., meals, clothing



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Adjustments for Employees

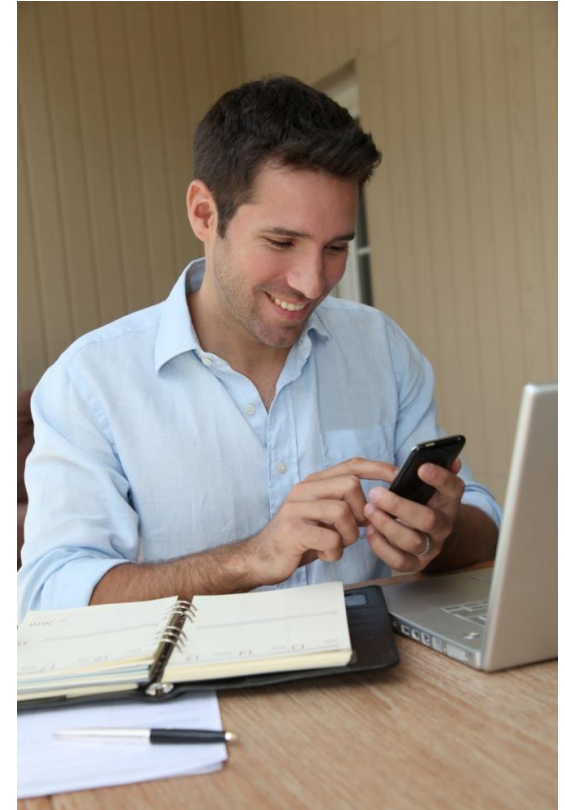
- Impact on teamwork?
- How will my manager know that I am working?
- Increased isolation from co-workers
- Developing good organizational skills
- Dealing with distractions in the home environment



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Teleworkers: Getting Organized

- Pick a work location
- Establish a routine
- Replace ritual of getting ready for office
- Organize work the day before
- Have an end of the day ritual



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Teleworkers: Managing Your Work

- Maintain contact with coworkers
- Have a system at home
- Stick to deadlines
- Keep your manager informed
- Attend scheduled meetings
- Schedule meetings with coworkers and others



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Ergonomics

- Your Desk
 - Be sure your desk is a comfortable height for you (29 in. high)
- Your Chair
 - The seat should be adjustable, both for height and angle to provide support. Find a chair that is comfortable for you
- Lighting
 - Light should be directed toward the side or behind your line of vision. Try not to use direct sunlight on work surfaces



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Ergonomics

- Safety
 - Be alert to electrical support needed for your equipment when configuring your space
 - Cover interconnecting cables, and avoid tripping
 - Place equipment close to electrical outlets. Use surge protectors.
 - Place heavy items on sturdy stands close to walls
 - Provide sufficient air space around computer. Keep out of direct sunlight and away from heaters
- Noise
 - Note that your professional image may be affected by the sounds of crying children, barking dogs, vacuum cleaners, etc. You may be able to shut a door to eliminate noise.
- Office Supplies
 - To be decided between you and your manager



Teleworkers: Training Family and Friends

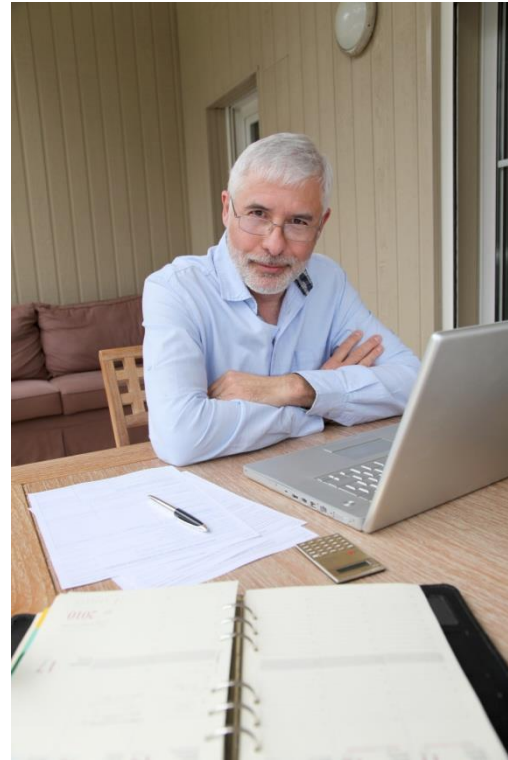
- The message is that you are at home working!
- Decide on what interruptions are OK
- Set rules for office materials
- Don't telework if there are problems at home
- Handle jokes and negative comments



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Developing Good Habits and Avoiding Bad Ones

- Pace yourself
- Take breaks
- Plan lunches
- Keep in touch
- Stay productive



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Successful Telework Programs Have Certain Characteristics

- There is a transition period!
- Are seamless to the world
- Plan for flexibility and change
- Fit departmental culture
- Plan for access and communication



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Organizations with Successful Programs

- GE Energy
- IBM
- Federal Government
- Delta Airlines
- Bank of America
- Home Depot
- Kaiser Permanente
- MetLife
- State of Georgia
- Sun Microsystems
- Cisco
- Hewlett Packard
- Intel
- Solvay Pharmaceuticals
- County of Los Angeles



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